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Project Advisor

Professor Wendy A. Brooke

*Employee Job Satisfaction and Organizational Success: The effects of Job Satisfaction on
Service Quality, Customer Satisfaction, and Organization Success*

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Stanley D. Cochran Jr.

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Employee Job Satisfaction and Organizational Success: The effects of Job Satisfaction on Service Quality, Customer Satisfaction, and Organization Success



Stanley D. Cochran Jr.

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Abstract

There should always be a vast focus on the quality of service that is being provided to customers as well as on the customer satisfaction associated with that service. If customer satisfaction is lacking or significantly decreases over time, the possibility of customers searching for a better provider dramatically increases. If there is no change in the service quality of an organization that reaches this point, the probability of its brand being labeled as inadequate will increase. An organization in this position could be faced with staff cuts, location or branch closures, and ultimately going out of business due to a lack of customers. Employees are the frontline of a business. Without employee engagement and adoption of the customer service principles set forth by a company there will be no success had. Therefore, it is proposed that employee job satisfaction should be equally weighted with customer satisfaction. These factors combined are what will lead companies to organizational success.

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I. Introduction

Statement of the Problem

A corporation can have many objectives that it wants to accomplish at conception, but the main purpose of any company is to make a profit. When a corporation is established, core tenets are put in place to serve as the pillars of the mission statement that has been set forth to bring the company success. Two core tenets that should be present in every organization should focus on employee job satisfaction and customer satisfaction. Employees that are in direct contact with customers serve as the face of a company. These employees are the ones responsible for providing the excellent service that is required for a business to thrive. It is important that these employees are satisfied with their job roles and the benefits it provides for them to continue to provide the necessary outstanding customer service a company needs to be successful.

Outstanding customer service is a main factor that aids a company in accomplishing its number one objective; to make money. It is perceived as common knowledge that job satisfaction plays an important role in how workers will function, however sometimes this is overlooked in practice.

Job satisfaction has many different definitions associated with it. Job satisfaction is the fulfillment of an emotional state of mind derived from positive job experiences (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017). It is also seen as the attitude that a person has toward their job (Rezvani, Chang, Wiewiora, Ashkanasy, Jordan, & Zolin, 2016). Job satisfaction has also been described as the enthusiasm that one has about their job or work (Clercq, Haq, & Azeem, 2019). It is important for employees to be satisfied in their roles or with their jobs in order for them to provide quality service to customers, which has been found to increase customer satisfaction. Customer satisfaction has been established as a key ingredient in a company's success (Hansen,

Samuelsen, & Sallis, 2013). If satisfied employees provide excellent customer service, which translates to customer satisfaction, then it is suggested that a company that focuses on employee satisfaction is taking the right steps in the direction of success.

Purpose of the Study

The purpose of this paper is to explore employee job satisfaction and the factors that play a role in it being positive or negative. Secondly, this paper will present how job satisfaction is directly linked to the level of customer service a corporation provides, customer satisfaction, and ultimately its overall success. The review of related research on the different effects on job satisfaction will provide support to the claim that employees who are satisfied with their roles provide a higher-level customer service than those who are not. This study will review several topics that can be associated with the satisfaction or dissatisfaction with a job. In covering these topics, this paper will present evidence as to why it is beneficial for companies to place greater focus on their employees and the satisfaction they receive from their jobs.

Significance and Implications of the Study

The significance of this research lies in presenting how more focus should be placed on employees. Employees are the backbone of every organization and are sometimes taken for granted. This paper will provide support to the claim that job satisfaction should be taken more seriously by companies and hopefully shed light on the fact that this is a topic that is overlooked by upper management staff.

Methodology, Research Contributions & Outcome Anticipated

This research project will consist of a literature review of research that correlate to the factors of employee satisfaction and customer satisfaction. A secondary data analysis of the research done by past authors will be presented in order to support the claims of the paper. Primary data will also be presented to further understand and support the established theory. This research project will provide contributions to organizations who may be struggling with things such as high employee turnover by presenting the findings of the data analysis. The anticipated outcome of this paper is that it will be informative to those wanting to know more about the correlation between employee job satisfaction and organizational success. The aim is to provide companies with better insight into what is important to employees for their satisfaction and how success is dependent on their efforts to provide great service quality. The paper will also provide recommendations on factors that can be implemented in order to prevent poor employee job satisfaction.

II. Literature Review

Company Climates and Viewpoints of Employee Satisfaction and Customer Satisfaction

The climate or environment of a company is something that factors into the job satisfaction that employees feel. The climate of an organization is very important and has a major effect on how employees go about their work and view their jobs on a day-to-day basis. Menguc, Auh, Yeniaras, & Katsikeas (2017) discuss how the climate of an organization is either a climate of hindrance demand or a climate that is complementary and compensatory to employees. They study whether resources such as proactivity and job autonomy will positively or negatively affect employee engagement if a climate is deemed as a demand or deemed supportive. Menguc et al. (2017) present that employee engagement yields positive results for a

company ranging from better customer service which increases customer satisfaction, and productivity, which in turn produces an increase in profits. It also reduces the amount of service failures that occur in customer interactions. Menguc et al. (2017) examine two types of organizational climates: performance-focused and service failure recovery.

Elci and Alpan (2019) explore different climate archetypes as subsections of three ethical constructs: egoism, benevolence, and principled. They found that it is necessary for an organization to create, promote, and encourage an appropriate ethical climate. The established ethical climate would serve to foster an organizational that promotes professionalism, social responsibility, and team spirit. Creating the right climate increases worker satisfaction, which in turn can be transmuted into an increase in service quality and customer satisfaction.

In creating a positive climate, an organization should mainly be cognizant of how well it serves to increase the overall job satisfaction of its employees. A major asset to having multiple happy employees could be a lot of positive collaboration to provide solutions for customers. Clercq et al. (2019) suggest that employees who are more satisfied with their jobs are more willing to stop their direct work and assist a co-worker seeking their help. Employees who are less satisfied with their jobs were not as willing to assist others and would be more reluctant to voluntarily help a co-worker. A satisfied employee and positive collaboration would occur if employees have found meaning in their work, if they have a strong collectivistic orientation, and if they perceive a supportive organizational environment (Clercq et al., 2019).

Waldersee and Luthans (1994) put forth the impact that feedback has on customer service performance. In general, performance feedback is viewed as something that can improve employee performance in the workplace. Performance feedback is also something that indirectly effects customers because it can alter how employees operate afterwards. It can lead to

employees being less confident, second guessing their decision-making, and having a lower level of job satisfaction, which is not beneficial to overall company performance. There are four mechanisms that performance feedback affects: role clarification, self-efficacy levels, behavioral reward contingencies, and self-regulatory control processes (Waldersee and Luthans, 1994).

Mas-Machuca, Berbegal-Mirabent, & Alegre (2016) discuss work-life balance and how this is associated with employee satisfaction and organizational pride. Under the overall theme of work-life balance are, autonomy, supervisor work-life balance support, organizational pride, and how these factors are related to the job satisfaction that employees feel. Proper work-life balance provides employees with the opportunity to enjoy both their professional lives and their lives outside of work. This is an important aspect of why workers could be satisfied with their company.

Ocen, Francis, & Angundaru (2017) review the effects that training has on job satisfaction. Proper training is the most important thing for employees to receive when starting in a new position or even over time as they work for a company. Training is what prepares them for what they will be doing daily. If employees are not trained properly or at all, it will be more difficult for them to have success in their role. This can cause issues with the satisfaction that is felt with employees and their roles. Proper training provides employees with the impression that their organization values them and their success together. Inadequate training can give off the opposite impression, making employees feel as though they are being setup for failure (Ocen et al., 2017).

Pantouvakis and Bouranta (2013) suggest that service features are critical for customer satisfaction to occur and that employee job satisfaction has an effect on the service that a company is able to provide. They present that service features are either interactive or physical.

According to them, employee satisfaction can help to mediate the relationship between these service features and customer satisfaction. As other researchers have suggested, employees play the most important role when it comes to customers. They are the face of the company and often times will be the only interactions that customers have in regard to company personnel.

Emotional Intelligence, Labor, & Fatigue

Rezvani et al. (2016) incorporate the Affective Events Theory (AET) in order to explore how emotional intelligence plays a major role in project managers having job satisfaction and high trust levels with their team. They focus on four project critical success factors: effective communication, troubleshooting, clear project mission, and top management support. An individual with a higher level of emotional intelligence will have more positive emotions in the workplace (Rezvani et al., 2016). These positive emotions can help build relationships with coworkers and provide a more satisfying work experience. This provides a better chance for a project manager to perform effectively in their role by fully committing to the four factors explored. They also present that a project manager who is not satisfied with their job will not effectively carry out the duties required for a project to be completed successfully.

Hur, Moon, & Fung (2014) discuss how employee satisfaction is associated to customer satisfaction through emotional contagion and the service-profit chain. Emotional contagion is explored under two sub-groups: emotional labor (deep acting) and emotional labor strategies (surface acting). They unravel how these types of emotional displays from employees can affect both the customer experience as well as their own work experience. Their work also dives into how the service-profit chain works to a company's advantage when employee satisfaction with their jobs is higher.

Anaza, Nowlin, & Wu (2016) also explore the effects of deep acting and surface acting on job satisfaction and customer satisfaction. Constant engagement can take a heavy toll on employees, which is why it is important that they are satisfied with their employment. Without the satisfaction of frontline employees, a company is in jeopardy of customer's having unpleasant experiences during their visit or interaction. Anaza et al (2016) discuss the possible ramifications between these two different emotional responses when interacting with customers and how they can affect the customer experience. Along with this, they look into the notion of employees having the proper job resources. Job resources, to assist with the emotional burden that comes with a job, such as mentors and expressive emotional network resources (EENR) can help provide an outlet for employees to talk through and vent about their experiences. Anaza et al. (2016) believe that this is an important factor in how employees view their jobs and provides a way for them to express how they feel, resulting in a clearer mind space to provide better service to customers.

Hansen et al. (2013) present that customer satisfaction and loyalty are two things that help drive profitability of an organization. They explore the effects of need-for-cognition (NFC) and how they correlate to the satisfaction and subsequent loyalty of a customer. Hansen et al. (2013) also discuss how satisfaction, an organization's image, their perceived value, and their credibility all have positive effects on customer loyalty. This is tied in with NFC when they discuss how these things have a greater effect on customers with high NFC.

Shi, Tang, Zhang, Gao, & Zhu (2016) analyze how word of mouth (WOM) can affect customer satisfaction. They describe WOM as something that is binary and will either be positive or negative. WOM was once mainly spread in a face-to-face environment and now with the adaptation of the internet, it has become easier for customers to share their opinion on a

company to a wider array of existing and potential customers. Shi et al. (2016) claim that service quality and customer satisfaction are directly related to the type of WOM that is spread about a company and as a result the level of success a company has.

Problematic customers can have a negative effect on employee job satisfaction (Poddar and Madupalli, 2012). If employees are not happy with the job situation, they are more likely to leave a company and possibly the career field all together. Organizations that have a high turnover rate due to customer abuse will suffer in both the short and long term. Overall customer satisfaction can be affected due to the loss of good employees. Replacing employees that leave and having to train their replacement takes time, during which the overall performance of an organization is susceptible to decline (Poddar and Madupalli, 2012).

Effective Management Styles

Wikaningrum, Udin, & Yuniawan (2018) discuss leadership styles and communication, and how these factors play a role in job satisfaction. The leadership style of a manager and the communication skills that he or she possess is a quintessential piece to the construction of an employee's regard for the role that they have within a company. It is important for a manager to not only know and understand the type of leader they are, but also to understand how to effectively communicate with his or her staff. Wikaningrum et al. (2018) also present the Motivating Language Theory, which talks about how a leader speaks and how this can lead to significant improvement in employee performance and ultimately customer satisfaction.

Amin et al (2017) investigate that Total Quality Management (TQM) plays an active role in employee satisfaction and overall success in the performance of hotels. They review the seven practices of TQM and posit that there is a significant relationship between TQM, employee

satisfaction, and hotel performance. The research presented shows that it is important for employers to make sure that their employees are satisfied, or they could face high absentee counts, lower productivity, as well as higher turnover rates. One or a combination of these outcomes are not good for business and will ultimately lead to a major loss in business.

Bhasin (2018) discusses employee satisfaction and the types of morale that can be found among employees due to their jobs. She believes, similarly to other research, that there are multiple factors that can have an effect of employee satisfaction such as, respect for the job, compensation, leadership style, work environment, culture, management, etc... These factors will have an effect on whether employees have high morale or low morale. According to Bhasin (2018) there are two ways to measure employee satisfaction in a company. The first being indirectly, which is achieved by following the turnover trends. The second is directly, through direct conversations, group meetings, or surveys about the level of satisfaction they have.

Maddern, Maull, Smart, & Baker (2007) examine customer satisfaction in UK financial services and what are the main drives behind it. They list the service profit chain, the satisfaction mirror, SERVQUAL, and Business Process Management (BPM) as the starting points of how an organization can gain customer satisfaction. The writers also talk about how customer satisfaction is a newer concept in UK financial services due to more competition, deregulations, and new technology. This opens up the discussion for the importance of customer satisfaction in such climates and what sort of shifts in customer loyalty may have been seen prior to the change in industry.

Chand (2010) explores how HRM (Human Resource Management) contributes to better customer service attributes in an organization, which in turn translates to positive business outcomes with their customers. He discusses that HRM strategies drastically improve service

quality in hotels. He goes on to state that this improvement in the quality of service translates into an increase in satisfaction of hotel customers. Chand (2010) also touches on the fact that these practices also increase the overall company performance.

Raub and Liao (2012) explore the effects of an initiative climate and how it creates an environment of expected self-efficacy when it comes to providing customer service. They state that Proactive Customer Service Performance (PCSP) is a service approach that requires self-starting and forward-thinking employees. They also discuss that a combination of an initiative climate guides the relationship between PCSP and general self-efficacy, which refers to the formalized requirements set forward by a company's standard service procedures. These are key components in how a customer's experience with services providers of a company will be shaped.

III. Theoretical Frameworks & Analyses

Climate Factors: Ethical Climates

The climate of an organization is something that is extremely important to employee job satisfaction. Employees are in their work environment for a large portion of everyday. The environment should be one that is a positive one that allows employees to feel secure and at ease instead of uncomfortable and on edge. Elci and Alpkın (2009) discuss three different climate archetypes that can be seen in an organization. They also note that there can be multiple climate types present within a single company. Figure 1 displays a layout of their concept framework.

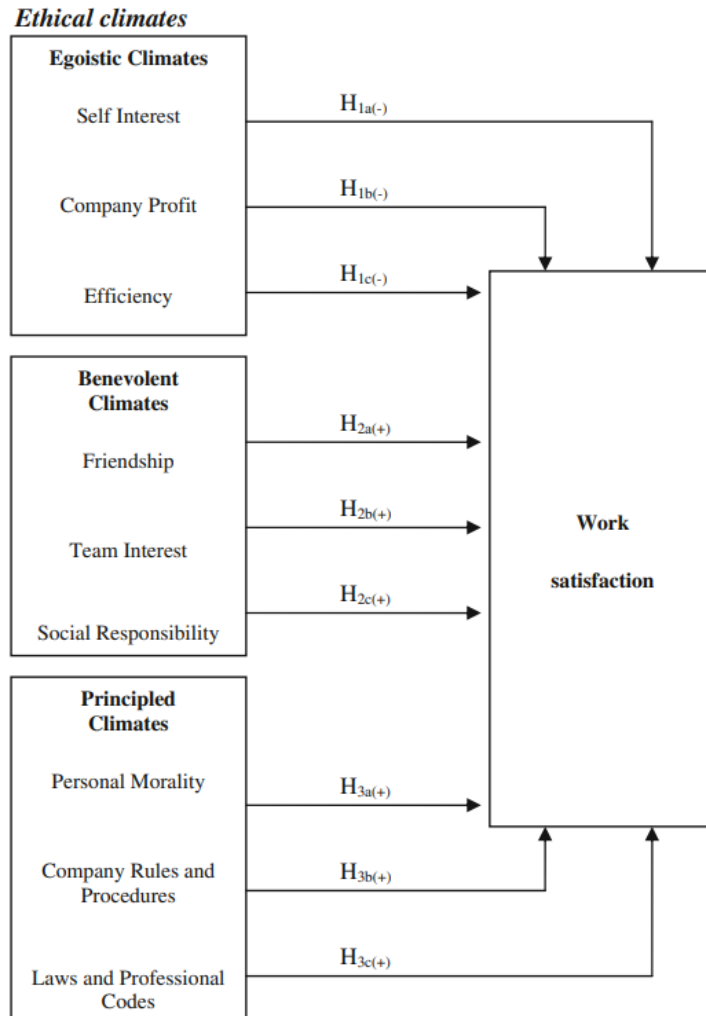


Figure 1. Theoretical model of ethical climate (presented by Elci and Alpkın, 2009).

Elci and Alpkın (2009) define climate to be the way an organization operationalizes behaviors and actions. They present three main constructs of ethical climates: Egoistic, Benevolent, and Principled. Elci and Alpkın (2009) believe that the level of employee satisfaction associated with a job correlated with top managerial support for ethical climates. They suggest that with lower levels of support, employees would have less satisfaction and would be more likely to leave their jobs. Figure 1 shows the three main climate types with each listing three criteria of that specific climate construct.

The three climates of the Egoistic construct are self-interest, company profit, and efficiency. Elci and Alpkhan (2009) hypothesize that all of the climates in the egoistic construct have a negative impact on work satisfaction. They believe these climates cause issues when it comes to promotions, co-workers, and supervisors. This belief can be seen as controversial by some who believe that putting themselves first is not a negative thing. The main purpose of a sales position is to sell. It is a commissioned based job and self-interest is how one is able to stay in the sales field. Company profit can also increase satisfaction as some companies put the profit back in the hands of the employees. Profit sharing is a major benefit for employees and is definitely something that adds to job satisfaction. An efficiency focused climate could be seen as something that can cause dissatisfaction for employees. It would depend on what the conditions of said efficiency meant for them. True efficiency is something that benefits the company as well as employees. If there is no added benefit for employees, then it would just seem as though more work is being added to their role. If there is an actual process change that proves to make things smoother for everyone involved, then an efficient climate could something that increases satisfaction.

The Benevolent construct presented by Elci and Alpkhan (2009) includes the climates of friendship, team interest, and social responsibility. They posit that these climates positively contribute to job satisfaction. From their research, they discovered that employees who believe that their organizations value team interests and social responsibility had higher satisfaction with their jobs. This is supported by the findings of Anaza et al. (2016) when it comes to job resources such as mentors and expressive emotional network resources. They found friendship had no impact on work satisfaction, but primary research shows that making connections and forming

friendship at work provides employees other outlets to express their true feelings to. This is beneficial to employees because they are able to release tension that builds up overtime at work.

The Principled construct by Elci and Alpkhan (2009) includes the climates of personal morality, company rules and procedures, and laws and professional codes. Of these climates, Elci and Alpkhan (2009) determined that laws and professional codes provided a more satisfactory work environment when the laws and codes were clearly explained and communicated by top management. They found that personal morality and rules and procedures did not have an effect on work satisfaction.

The data was collected via the ethical climate questionnaire with a total of thirty-eight items. Each item was measured on a five point Likert scale ranging from “1” (strongly disagree) to “5” (strongly agree) (Elci and Alpkhan, 2009). Work satisfaction was measured using the same scale range and three items (Elci and Alpkhan, 2009).

Primary research was conducted to determine if the sentiment held true that friendship, procedures, and personal morality had no effect on job satisfaction. Table 1 shows results of a primary research survey conducted at a company.

Table 1

Survey of Three Job Climate Criteria (Criteria formed by Elci and Alpkhan, 2009)

Questions	Results
1. Does having friendships in the workplace increase your job satisfaction?	Yes: 73 No: 11 N/A: 16
2. Do procedures have a positive or negative effect on your job satisfaction?	Positive: 64 Negative: 15 N/A: 21
3. Does personal morality have an impact on your job satisfaction?	Yes: 82 No: 9 N/A: 9

Table 1 as presented by Cochran Jr. (2019)

Comparing the results received from primary research to the results derived from the research of Elci and Alpkın (2017) it could be said that employees have different interpretations of workplace friendships, procedures, and personal morality. The research conducted by Elci and Alpkın (2017) was more extensive than the primary research presented. Despite the discrepancies between these portions of the study, it is agreed that an ethical climate is something that is important to an organization and is something that increases work satisfaction for employees.

Climate Factors: Helpful Behavior

Clercq et al. (2019) suggest that job satisfaction for employees is beneficial for organizations because satisfied employees are more willing to exhibit helpful behavior as opposed to employees who are not satisfied. Being a helpful co-worker can sometimes bring about fatigue since focus is taken from the work they are doing and placed on their coworkers' issues or tasks. Job satisfaction can supplement feelings of fatigue due to the increase in enthusiasm and want for the team to succeed. Figure 2 presents the conceptual framework established by Clercq et al. (2019).

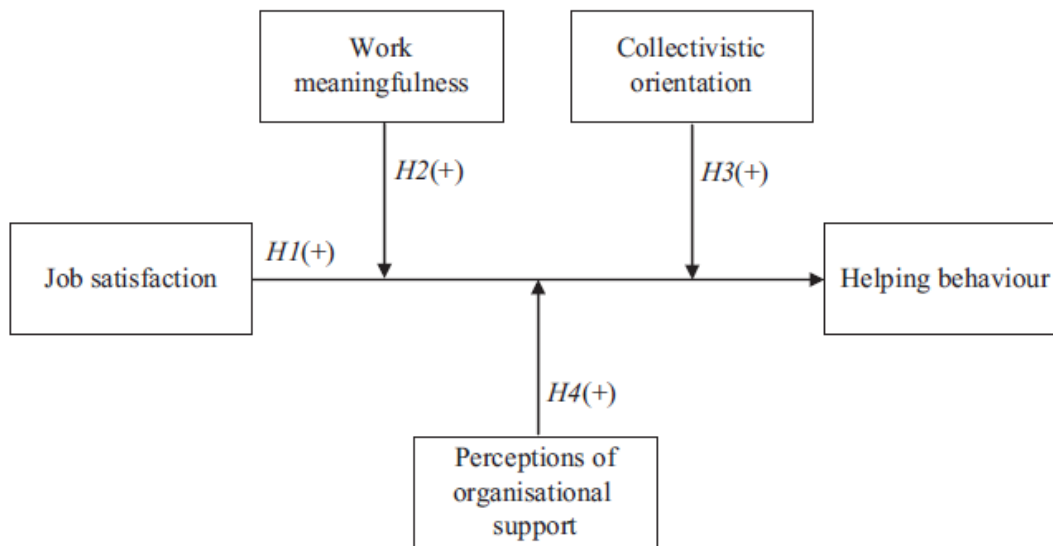


Figure 2. Conceptual model (as presented by Clercq et al., 2019)

The sentiment that if the all employees succeed, then overall company success becomes a fostered feeling for the entire organization. Figure 2 lays out the framework that Clercq et al. (2019) posit it is the recipe for employees to establish helpful behavior. They present that four factors are associated to employees exhibiting helpful behavior. Those factors are job satisfaction, work meaningfulness, collective orientation, and the perception of organizational support.

Clercq et al. (2019) focus on the conservation of resources (COR) theory to substantiate their theories. The COR theory presents that job resources that provide positive energy enhance the possibility that employees will be more eager to participate in positive work behaviors. The positive energy that employees receive from being eager about their work will drive them to take on more role helping behaviors. This leads to the benefit of co-workers who are receiving the help and for the employees providing the help (Clercq et al., 2019).

There is a feeling of accomplishment created from being helpful. This positive behavior and energy are created from the job satisfaction employees feel from having the ability to be

helpful and the belief that the work that they are doing is meaningful. Clercq et al. (2019) state that there is an increase in motivation for employees due to this positive energy and feeling of self-worth. They write employees that are enthusiastic about their job they, “may seek to return the positive feelings by engaging in work efforts that can enhance the success of their co-workers and employer” (p. 1006). Contrariwise, employees that do not feel happiness about their jobs are more reluctant to partake in positive work behaviors. This takes benefits away from their co-workers, the organization, as well as the employees themselves. Employees such as these could also be apathetic about providing help and contributing to the common good and the well-being of the company (Clercq et al., 2019).

Meaningful work is a factor that is helpful for everyone to succeed. The belief that what you do means something provides a sense of value and thus is a driving force for employees to search for things in their job roles that can create this feeling. Individuals that require a high level of work meaningfulness are more likely to volunteer their help or services (Clercq et al., 2019). The positive energy they receive from the feeling of satisfaction cycles back into them finding where they can provide help in order to continue to feed the satisfaction need. Oppositely, employees that have low levels of work meaningfulness do not receive the same positive energy from providing help as there is no reciprocating feeling of satisfaction. Clercq et al. (2019) believe that those in this situation are more passive to helping their co-workers succeed. These types of employees can feel a stronger sense of fatigue from helping co-workers since there is not positive energy received from this. They are more likely to focus all of their energy on their specific work.

Collectivistic orientation emphasizes a concern for the well-being of the group in a work environment (Clercq et al., 2019). When a group is working cohesively together the likelihood of

success is much higher. Everything that requires a company to run smoothly cannot be done by a single person. Employees that are geared more towards collectivistic orientation will naturally want to support the well-being of the collective group, more so than focusing on themselves (Clercq et al., 2019). Satisfied employees are more willing to look out for the well-being of the group. On the other hand, employees that are not as satisfied will not have as much collectivistic orientation and will be less concerned with the betterment of the group. They do not receive the same fulfillment from as those who are satisfied in their roles and are more likely to focus their resources on themselves.

Support from an organization to their employees is crucial for them to be willing to provide help to co-workers. Employees feel value when their company shows that they are an important member of the team. If employees believe that their company cares for them, then they are inclined to be more willing to provide help to their co-workers. The perception of organizational support for employees leads them to feel less stress about rendering their time and energy to helping others succeed (Clercq et al., 2019). When the perception of support is not present, employees do not feel the same respect and caring natural that they believe should be there. This moves them to perform their work in the mode of self-interest. A lack of organization support perception could lead to a feeling of fear for employees. They may believe that there is no room to be helpful to others and that they should keep the focus on themselves and their formal job role expectations (Clercq et al., 2019).

Employees that feel happy about their jobs are more likely to exhibit helpful work behavior. The feeling of happiness begins with the amount of job satisfaction that they receive from their jobs. When a team works together towards a common goal, there is a greater likelihood of success. For companies, this translates to a better outcome in customer satisfaction

and eventually more success for the company in the form of return customers and profits. However, the key ingredient in the recipe for the outcome of success is that employees find satisfaction in the roles. Without this, it is extremely difficult for companies to achieve the success that is desired.

Menguc et al. (2017) write that, “there is widespread consensus that the rewards of employee engagement, defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption, range from more customer satisfaction, productivity, profitability, and earnings per share to less turnover, absenteeism, and service failure” (p. 428). Employee engagement is something that can be stifled by the climate that is established by the company. The climate of a company will either be a resource for employees or a demand on employees (Menguc et al., 2017). A resource will be something that helps employees flourish in their jobs and a demand is something that will drain employees of the will to work for the company. The company may also hinder employee work outcomes and satisfaction by the way they provide feedback. Waldersee and Luthans (1994) present that, “performance feedback, particularly positive feedback, is widely accepted in human resource management as a way to improve employee performance” (p. 83). If a company is only using a corrective feedback approach it can lead to employees feeling inadequate at the jobs and second guessing their decision-making process, which in turn will have negative effects on customers.

Climate Factors: Service Features

Pantouvakis and Bouranta (2013) believe that service features are critical for customer satisfaction. They point out that employees have the power to impact operational performance and that this can either be for better or worse. Employee job satisfaction is a major factor that

lead employees to performing in a way that is beneficial for their organization as previously presented research has suggested. Figure 3 displays the framework conceived by Pantouvakis and Bouranta (2013).

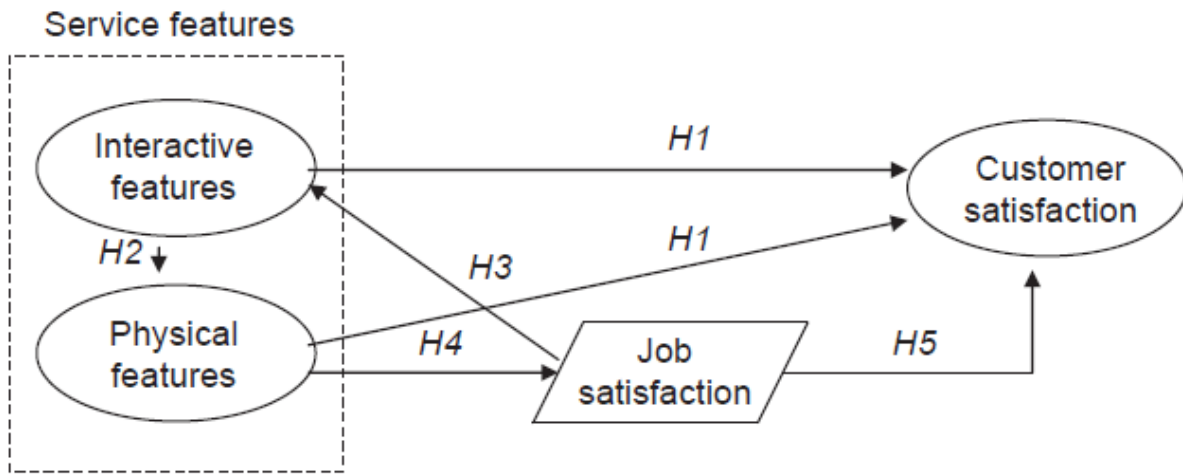


Figure 3. Conceptual framework of the effect of service features (as presented by Pantouvakis and Bouranta, 2013).

They speculate that service features, both interactive and physical, are related to positive customer satisfaction. The observation of interactive features influences customers' perception of physical features. Employee job satisfaction has a positive effect on interactive features and physical features has an effect on job satisfaction (Pantouvakis and Bouranta, 2013). Their final suggestion positively connects job satisfaction to customer satisfaction.

The viewpoint of interactive and physical service features was derived from the SERVQUAL instrument. Pantouvakis and Bouranta (2013) discuss the five elements of SERVQUAL and determine three of the elements, responsiveness, empathy, and assurance, are focused on interactive features. While the remaining two elements, tangibles and reliability, apply to physical features. The interactive features sub-group is related to the interactions

between customers, the organization performing a service, and how the service is delivered and received. The physical features group deals with a facilities appearance, personnel, and anything tangible such as products.

To measure service quality, customer satisfaction, and employee satisfaction a questionnaire made up of twenty-six items were produced and divided into three separate surveys (Pantouvakis and Bouranta, 2013). For service quality, a twelve item survey was used. To measure customer satisfaction a five item survey was used. To measure these surveys, a scale range of “1” (strongly disagree) to “7” (strongly agree) was used. Employee job satisfaction was measured using nine facets of the job satisfaction survey instrument (Pantouvakis and Bouranta, 2013). This survey was measured with a similar scale to the other two: “1” (extremely dissatisfied) to “7” (extremely satisfied) (Pantouvakis and Bouranta, 2013).

From the data collected, Pantouvakis and Bouranta (2013) conclude that their hypotheses were proven to be true. If customers are receiving quality service, interactive features, they are naturally going to be satisfied. Thus, receiving quality service will lead customers to view the physical features of an organization in a positive light. An example of this can be seen in restaurants. If customers receive quality interactive service, then they will more than likely view the restaurant as being cleaner and that proper protocol is being followed to prepare their food. A clean and updated facility will also increase employee job satisfaction.

Employees will feel more comfortable if the environment that they work in daily is updated and is a pleasant environment to be in. This is the reason that companies spend large sums of money designing office spaces so that employees can feel at ease and have more focus on the work they are doing. Satisfied employees are more likely to perform great interactive service and thus customer satisfaction is increased. Similarly, to aforementioned research,

Pantouvakis and Bouranta (2013) conclude that employee satisfaction is positively related to customer satisfaction. Happy and satisfied employees help to create happy and satisfied customers, and those customers will return to do business with that company or organization. Therefore, the notion that employee satisfaction and customer satisfaction contribute to company success still remains to be factual.

Climate Factors: Adequate Training

Proper training provided by employers is needed for employees to meet the requirements of their roles. The results that properly trained employees can produce are far greater than those that have not received the proper training. Training provides employees with the feeling that their company believes that they are of value and that the care for them (Ocen et al., 2017). Training gives employees the knowledge needed to execute job tasks. When an employee is thrown into a role without training there is an increased level of stress. They are not confident in the work they are doing and constantly second guess the decisions that they make. Fear of losing their job becomes a steady feeling for them and this adds to a decrease in productivity. The culmination of the effects of not receiving training leads to employees not being satisfied with their jobs. Ocen et al. (2017) present that training is a precursor to employee job satisfaction. Figure 4 displays their conceptual framework for the theory that they set forth.

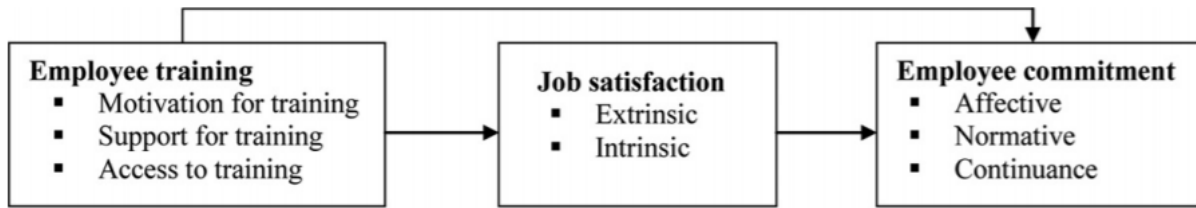


Figure 4. Conceptual framework of the effects of training on employee commitment (as presented by Ocen et al., 2017)

In their framework, Ocen et al. (2017) view job satisfaction from extrinsic and intrinsic factors. Extrinsic factors would be the external factors that deal with a job like pay, communication style, management support, and working conditions. Intrinsic factors deal with the type of work required of employees. The training that employees receive provides them with job satisfaction, which motivates them to provide great service to customers (Ocen et al., 2017). There is also a relationship between both employee training and job satisfaction, and their effects on employee commitment to their company. When proper training is received, employees find more happiness in their roles. There is a higher drive to work productively and effectively to show that the time invested in them was not wasted. The satisfaction felt provides employees with the feeling that their jobs are a good fit for them and thus this continues to increase job satisfaction and commitment to the company (Ocen et al., 2017). This commitment can be seen in the effectiveness of employee work, how they strive to meet customer needs, and continue to grow in their roles. Commitment from employees suggests that turnover rates are low. This means a company is not spending time and money working to find new qualified employees. There is no decrease in customer satisfaction due to new employees feeling their jobs out and getting use to the work. Commitment keeps a company running smoothly and this commitment transfers over to the service that is provide to customers. Customers are able to feel the commitment put forth

by a company, and thus will return to do business time and time again; increasing the successfulness of the organization.

The research method conducted by Ocen et al. (2017) consisted of three surveys related to employee training, job satisfaction, and employee commitment. The surveys were measured using a five-point Likert scale range of “1” (strongly disagree) to “5” (strongly agree) (Ocen et al., 2017). The results prove the hypothesis that training positively effects both job satisfaction and employee commitment. Employee job satisfaction, morale, and efficiency were all said to be increased by training (Ocen et al., 2017). Employees' willingness to incorporate technology changes, production methods, and innovation also were proven to increase with training (Ocen et al., 2017). As a result of these factors, there is a decrease in turnover rates. Employees that experience job satisfaction have added determination to perform effectively and to work hard. Training provides employees with the feeling that their job is a good match for them and thus satisfaction and commitment are increased (Ocen et al., 2017).

Climate Factors: Work-Life Balance

Work-life balance is the equal state between employees' professional lives and their personal lives. It is important for the professional lives of employees to overshadow their personal lives. The professional life can become very stressful when employees are not able to focus on their personal lives because they are too focused on the former. This can lead to employees not feeling satisfaction with their jobs. Mas-Machuca et al. (2016) posit that proper work-life balance is vital to employee satisfaction. Figure 5 displays the conceptual model for their theories.

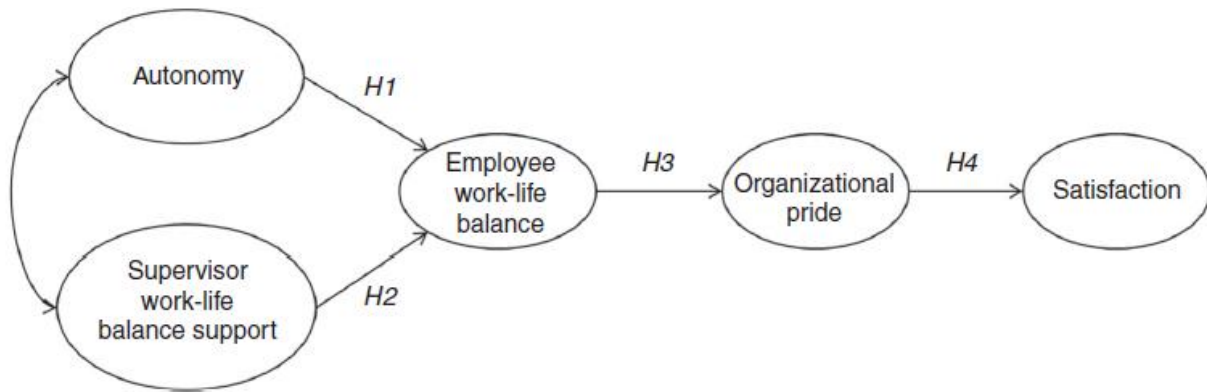


Figure 5. Conceptual model for the correlation of work-life balance and job satisfaction (as presented by Mas-Machuca et al., 2016)

Mas-Machuca et al. (2016) hypothesize that autonomy and work-life balance support from supervisors are positively related to employee work-life balance. The established work-life balance of employees leads to organizational pride, which in turn is correlated to employee job satisfaction. As has been stated previously, the satisfaction of employees is needed for them to provide outstanding customer service. Customers respond to the service they receive by returning to do business with a company many times over. As a result, the company sees the fruits of its labor in the profits they receive from loyal customers.

Autonomy is important for employees to have proper work-life balance. Autonomy is something that provides employees with the wide scope to do work (Mas-Machuca et al., 2016). When autonomy is present in a company, employees are able to look at their role in a top-down view. This gives them the ability to complete their work tasks more easily. There is more flexibility available to employees when they have autonomy for their roles. This flexibility gives employees the freedom to conduct their work in a way that is beneficial for them. They are able to manage their work in a way that allows them to still be able to spend quality time with their families. Autonomy has a positive effect on the motivation and productivity of employees (Mas-Machuca et al., 2016). The support of a supervisor is another element that positively correlates to

employee work-life balance. As presented previously, top management support is associated with job satisfaction. In the same sense, support from supervisors also provides employees with the feeling that they are valued by their company. This support and feelings are repaid through better performance outcomes from employees (Mas-Machuca et al., 2016). Employees who observe support from supervisor have a higher level of job satisfaction (Mas-Machuca et al., 2016).

The research data for the hypotheses derived by Mas-Machuca et al. (2016) was collected via surveys against the five constructs presented. A four-point Likert scale was used to measure the results: “1” (definitely false), “2” (mostly false), “3” (mostly true), and “4” (definitely true) (Mas-Machuca et al., 2016). The results from the surveys determined that when work-life balance is present, there is an increase in organizational pride. As a result of the relationship between work-life balance and organizational pride, higher rates of job satisfaction is found within a company (Mas-Machuca et al., 2016).

Emotional Factors Emotional Labor & Fatigue

Emotions play a pivotal role in the lives of employees that have a primary job function that requires them to interact with customers. There are many factors that can affect someone’s mood or overall attitude throughout the workday. Despite these factors, it is important for employees to be able to handle every interaction with a customer in a way that reflects the customer services principles that their company has established. Emotional displays of employees are impactful on the customer experience and can create either positive or negative feelings depending on the displays presented (Hur et al., 2015). They also state that customers are able to read the emotions of employees through emotional contagion. These things combined

are how customers form their evaluations of service quality. Therefore, according to Hur et al. (2015) & Anaza et al. (2016), emotional labor of employees is something that can either positively or negatively affect customer satisfaction. Employee satisfaction is the key to increasing the possibility that the outcome turns out to be positive rather than negative.

Under the umbrella of emotional labor there are two categories: surface acting and deep acting. Surface acting is the act of portraying fake emotional displays and deep acting is the acting of giving off genuine emotional displays. Surface acting can cause employees to take on higher levels of emotional fatigue due to the fact that they are holding back the real emotions that they are having (Anaza et al., 2016). They go on to add that continuous use of surface acting depletes employees of energy because this is something that has to be kept up as opposed to it being genuine. Employees will both subconsciously and consciously constantly monitor the things they are saying and the expressions that they give off. Surface acting can be the cause of emotional discrepancy between the true emotions felt and emotional displays that must be met according to organizational rules (Hur et al., 2015). This leads to employees feeling stress and dissonance since they are portraying emotions other than what they truly feel. This is where job satisfaction for employees takes a negative turn. Feeling the need or being required to constantly fake your emotions has been presented as very taxing to an individual. Employees who surface act can begin to loath the work they do. They start to just go through the motions because there is no satisfaction in their work due to the stress and burnout associated with the surface acting that they do in their role.

On the other hand, deep acting does not require the same amount of emotional energy that is required from surface acting. Deep acting is a benefit for both the customer service experience and for employee satisfaction (Anaza et al., 2016). The customer experiences a

genuine connection and serves that can be appreciated for its authenticity. The employee does not have to waste energy and focus of faking their emotions but rather can put that energy into helping the customer. This provides employees with a feeling of personal achievement and accomplishment (Hur et al., 2015). These feelings generated from deep acting during customer interactions are ones that promote positive job satisfaction with employees. Customer satisfaction is able to be increased due to the increased focus placed on customers and their needs as opposed to the focus being placed on surface acting and trying to maintain a facade.

Hur et al. (2015) used a questionnaire method in order to collect data on surface acting, deep acting, employee job satisfaction, and customer satisfaction. A five-point Likert scale was used to measure the results of the questionnaire. From the data collected from their questionnaire it was determined that employee job satisfaction plays a major role in increasing service quality and customer satisfaction by mitigating the emotional labor that employees have (Hur et al., 2015). They also discovered that surface acting alone does not always result in a poor service quality outcome. This was attributed to the sentiment that customers do not expect or seek authentic emotional responses when interacting with frontline employees. It was determined that as long as the acting is not viewed as hostile or negative then it does not have a major effect on the service outcome (Hur et al., 2015). It was also suggested that surface acting is not always detected by customers, so it was more difficult to measure these results (Hur et al., 2015). However, the labor associated with surface acting was still found to be more draining and to cause employees to be less focused on the customer outcome due to the feeling of lower satisfaction in their roles.

Deep acting was found to be associated with positive feelings for both employees and customers. Deep acting is something that can be felt on both sides. For employees, it was found

to provide a sense of pride in the work they do and for customers it was found to greatly increase the service outcome they receive. Thus, the hypothesis that surface acting can have a negative effect on both job satisfaction and customer satisfaction was proven to be true. Moreover, deep acting having a positive effect on job satisfaction and customer satisfaction was also found to be true. Hur et al. (2015) state that, “employee job satisfaction partially mediates the relationship between deep acting and customer satisfaction” (p. 77). Companies should not prompt or encourage their employees to act happy when they are not, but they should encourage authentic emotions to be used (Anaza et al., 2016).

It is important for companies to pay attention to the needs of their employees just as much as they do the needs of their customers. Job resources are a critical component of job satisfaction for employees to feel like they are valued by the company they work for. On the topic of emotional labor in the office, companies should provide support outlets for employees that will help to increase their job satisfaction (Anaza et al., 2016). Mentors are one way that companies can provide support to their employees (Anaza et al., 2016). Having a mentor will give employees the support of a coworker who knows how they might feel about and in certain situations. They will be able to offer suggestions and encouragement on the work they do daily. This gives employees comfort to know that they have someone that they can speak with about a situation without being fearful of speaking the truth. Expressive emotional network resources to help employees cope with the daily stress a job can bring such as difficult customers (Anaza et al., 2016). These social relationships have a major impact on employee job satisfaction and can help to drive effectiveness and persistence in service providers as well as increase problem solving (Anaza et al., 2016). They can also help employees deal with problematic customers that they may face throughout the day.

There are some customers that behave in a problematic way that makes it difficult for employees to perform the best that they can at their jobs. When this occurs, it creates a stressful work environment for employees which leads to unhappiness and possibly leaving the company. Customers can be pushed to anger by their dissatisfaction with a service or product (Poddar and Madupalli, 2012). They could also just be problematic with no basis. If employees are constantly being belittled and disrespected by customers to the point that they feel like they have no other option than to leave, it creates major problems for the company. When hiring, a company tends to select individuals they believe can perform at the job and possibly go above and beyond in their field. As discussed, turnover is not something that would benefit a company when there is a lot of time and effort that goes into finding the right individuals for the job. It is difficult for a company to quickly fill positions that require a lot of training and continue to maintain high performance ratings (Poddar and Madupalli, 2012). They go on to suggest that a lot of resources go into replenishing these positions. Outstanding service quality cannot be met with high turnover rates. For example, a call center has to replace employees that leave and train them as well, which takes time. It also takes time for employees to feel comfortable in a new role. The more a job is performed the easier it becomes over time. The experience gained in acting in a role tends to make for better customer outcomes as the employee has more knowledge in their role. Stress can be a major factor in hindering the growth of an employee in their role. In the end this may lead to a decision to leave the company in search of a new career. This stress can be caused by problematic customer as well as the company itself, depending on the type of environment has been created there. Proper training and a support system can prepare employees to be able to deal with problematic customers. Whether it be to let the customer rant and vent or simply stop the interaction once it becomes too volatile, when employees are trained on the

scenarios they may encounter they are more prepared with these types of situations occur.

Although these interactions can be disruptive and can be emotionally draining to employees, they are able to move forward since they have a network of employees that they can speak with as well as the support of upper management.

Need for Cognition & Word of Mouth

Hansen et al. (2013) believe that, “the effect of customer satisfaction on customer loyalty is in its simplest form based on the assumption that consumers rely on their own consumption experiences (i.e. history) with and judgments of a provider when forming their intentions of future behavior. These memory-based judgments are not directly affected by information obtained from external stimuli like advertisements and word-of-mouth” (p. 1158). This is used as a precursor that leads into a discussion on NFC. Some people naturally think about things more than others. Those who have a high NFC, the effect of satisfaction and company image on loyalty is stronger than for those who have a low NFC (Hansen et al., 2013). A customer having high or low NFC is not what is important here. The important takeaway is that the things that customer’s experience while they are associating with an organization are things that they will possibly remember. If this is the case, an organization would want those memories to be positive ones that enforce and support a customer’s loyalty vs. memories that would deteriorate a customer’s loyalty. The same can be said about employees and how they view their company. Word of mouth is a powerful tool whether it is to an advantage or disadvantage. Just as customers do, word of mouth is spread in the employment field as well. If a company has a good reputation for treating employees fairly and works to keep them, it will be known. If a company is not fair and lacks employee empathy it will be known.

Word of mouth is a type of informal communication that deals with product or service characteristics. It can be either positive or negative and will be received by customers before their experience (Shi et al., 2016). Naturally, a customer who is satisfied with the service that they have received is going to provide positive word of mouth and one who is unsatisfied with the provided service is going to produce negative word of mouth. There are six variables that stimulate the creation of word of mouth: customer satisfaction, customer loyalty, commitment, trust, quality and perceived value (Shi et al., 2016). It is important for organizations to be mindful of what may come off in a negative way in order to make sure that customer satisfaction is not lowered because emotions are involved in every decision that an individual makes. The customer in this instance, can be either internal or external. When people are searching for a job or considering taking an offer, word of mouth is something that will be considered. It is natural for someone to want to know what they are getting into before they get into it. Extensive research will be conducted when talking about decisions such as taking a job offer. If a company takes care of its employees and they are overall satisfied, then a company has a good chance of taking the top percentage of work talent. The company is theoretically better off because they have acquired a hardworking person who matches with their requirements. A company who has employees that are not satisfied will experience less productivity, efficiency, and more turnover.

Emotional Intelligence

As emotions are a part of every work experience, it is necessary for employees to be aware of their emotions at all times. Rezvani et al. (2016) define emotional intelligence as one's ability of awareness for their emotions in one's self and others in order to understand, utilize, and manage those emotions. They developed their premise that emotional intelligence is important

based on the Affective Events Theory, which states that affective reactions to emotions determine the work attitudes and behaviors of employees. For those in a managerial role, they present that having emotional intelligence leads to a manager being more satisfied with their role as well as having more trust in others. These two components fueled by a high level of emotional intelligence will set the groundwork for a successful outcome as an end result.

Rezvani et al. (2016) focus on four factors they believe to be attributed to project success: communication, troubleshooting, mission clarity, and top management support. Figure 2 displays the framework concept that was developed by Rezvani et al. (2016).

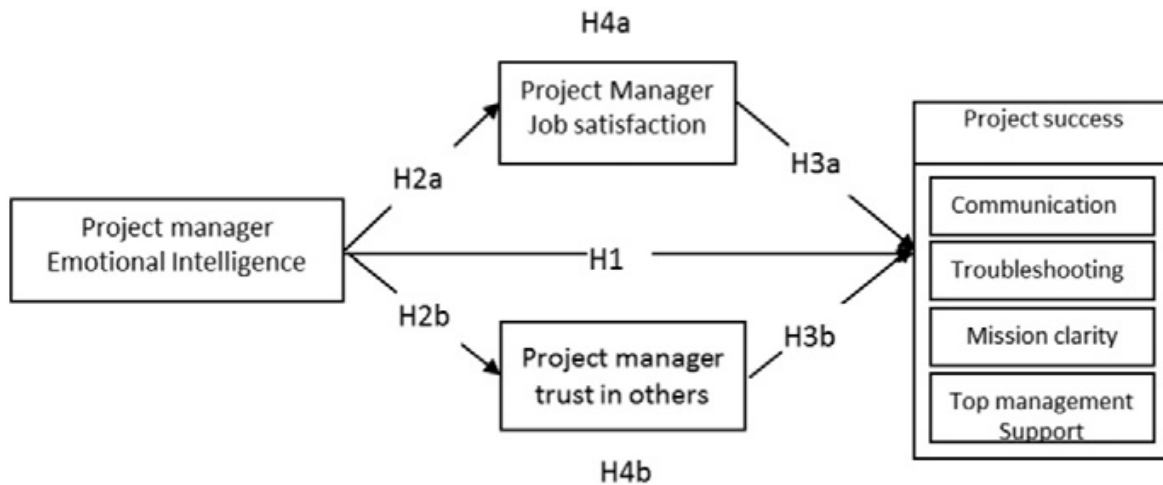


Figure 6. Framework concept of project manager Emotional Intelligence (as presented by Rezvani et al., 2016).

Figure 6 lays out the framework of the concept that displays how job satisfaction plays a role in project success through emotional intelligence. Rezvani et al. (2016) have several hypotheses in regard to what leads to project success. The hypotheses that relate to job satisfaction are that emotional intelligence is positively related to job satisfaction, that job satisfaction is positively related to project success, and that the combination of job satisfaction and trust mediates the relationship between emotional intelligence and project success.

When there is satisfaction present in a job, employees are more motivated to participate and contribute to their project (Rezvani et al., 2016). Job satisfaction provides the drive that is needed for employees to want to succeed. It gives employees the urge to want to do and achieve more. They would be eager to take on more difficult work and would be more willing to provide support to their coworkers. On the opposite end of the spectrum, employees with low job satisfaction would be less motivated and not as productive in their efforts to meet project goals. The notion that job satisfaction can positively or negatively affect project success can be seen by the three of the four factors of project success. Communication, troubleshooting, and mission clarity all have to do with the abilities of a project manager (Rezvani et al., 2016). A project manager that has high emotional intelligence is more likely to be satisfied with his or her job. This satisfaction will give them the drive to be able to communicate well, breakdown walls that are causing issues in a project, and be able to clearly explain the objectives of the project to the team. A passionate project manager could also be able to inspire management support. These are the things that are needed for a project to succeed and ultimately for a customer to be satisfied.

Management Factors: Total Quality Management

Total Quality Management (TQM) is a management style that has been successfully proven to provide a competitive advantage, continuous improvement, and positive organizational performance. Other definitions include that TQM focuses on quality, improved effectiveness, flexibility, as well as a focus on meeting expectations of both internal and external customers (Amin et al., 2017). Seven practices of TQM are presented by Amin et al. (2017), and they are: leadership, employee fulfillment, training, customer focus, continuous improvement, supplier quality management, and process management. They hypothesize that TQM has a significant

relationship with both employee satisfaction and hotel performance. They also posit that there is a strong relationship between employee satisfaction and hotel performance.

The study conducted by Amin et al. (2017) focuses on the effects of TQM in the hotel industry. The hotel industry is a very customer facing business, meaning that there are heavy interactions between employees and customers. A high level of service quality is required for long-term success in this industry (Amin et al., 2017), which is why it is important for employees to have satisfaction with their jobs. When employees feel as though they are being considered and taken care of by their employers, there is an increase in satisfaction. Practices such as leadership, employee fulfillment, and training are argued to have a positive impact on employee job satisfaction (Amin et al., 2017). Leadership and having a good relationship with supervisors have a major impact on job satisfaction. There is a sense of security the employees feel when they are on good terms with their superiors. If there is perceived support, fairness, and autonomy from superiors, then there is an increase in the satisfaction level of employees (Amin et al., 2017). The same thing can be said about the impact of training and fulfillment. Positive feelings are created when employees feel that a company cares about their career development, salary, working conditions, and stress levels. The same feeling of security is established, and employee satisfaction is steered. When employees see that a company is willing to make them a priority, they are more willing and eager to work hard to accomplish the goals of the company. Service quality for a hotel drastically increases when employees are satisfied and thus hotel performance is increased. Employees that are dissatisfied with their job are not as willing to perform the duties of their job. This can also result in absenteeism, low productivity, and high turnover, which all affect the performance of an organization (Amin et al., 2017).

The research method conducted by Amin et al. (2017) involved a seven-point Likert scale that they used to measure their construct categories: TQM, employee satisfaction, and hotel performance. The seven practices of TQM previously listed made up the category of TQM. To measure this construct, a scale range of “1” (strongly disagree) to “7” (strongly agree) was used (Amin et al., 2017). To measure the constructs of employee satisfaction and hotel performance, four and five items were respectively used. A similar scale range of “1” (strongly unsatisfied) to “7” (strongly satisfied) is what was used in order to measure employee satisfaction (Amin et al., 2017). Likewise, a scale range of “1” (much lower) to “7” (much higher) was used in the measuring of hotel performance (Amin et al., 2017).

The results from the research of Amin et al. (2017) showed that employees were most focused on the TQM practice of leadership. This shows that employees are looking for reliable leadership that is focused on quality development and employee empowerment (Amin et al., 2017). The implications of these results indicate that TQM is an asset that should be used in order to produce higher levels of employee satisfaction and hotel performance. If a company fails to improve job satisfaction, this will eventually be seen in its performance quality.

Management Factors: Leadership & Communication

Research shows that employees are found to have more job satisfaction when they have supervisors and managers that are easy to communicate with. Clarity in work makes it easier for employees to get familiar with the processes that are required with their work. When one is familiar with the processes they need to go through daily, it becomes easier to complete the tasks of the day. This can increase the satisfaction that employees experience.

Wikaningrum et al. (2018) suggest that when leaders have the ability to communicate effectively, employees are more likely to have trust in them. This trust that grows between managers and employees is felt on both sides and leads to an increase in satisfaction for both parties. It is important for leaders and employees to understand their communication style and the style of the people that they interact with. This provides a better understanding for everyone involved and can lead to less problems and confrontations in the future. Wikaningrum et al. (2018) state that there are four functions that communication is used for: control, motivation, emotional expression, and information. When speaking with each other, leaders and employees should understand and try to adapt their communication style to encompass some elements of the other's style. This makes communication go more smoothly if done correctly. Along with communication styles there are also three types of speech: direction-giving language, empathetic language, and meaning-making language. These speech types can also be interchanged based on the situation and when necessary. Wikaningrum et al. (2018) believe that based on the Motivating Language Theory that the intention behind how a leader speaks can influence employees' drive, attitude, and performance. All of these things, when done properly by leaders of an organization can inspire employees to strive for success in their roles, leading to an increase in job satisfaction.

The behavior that managers or supervisors give off to employees is also very important for the relationship between as well as job satisfaction. Wikaningrum et al. (2018) write that employees will view the behavior of their manager or supervisor based on them being either task related or interpersonally related. Task-oriented behavior is behavior that revolves around task related to the job. An effective manager will take the time to ensure that employees are completing work tasks efficiently and work with them on the goals that they have set for

themselves in their roles. Relationship-oriented behavior involves a manager supporting ideas and trust while maintaining a caring and friendly demeanor. The manager will show appreciation for good work and make a point to recognize employees for it.

Management Factors: Human Resources Management & SERVQUAL

Chand (2010) highlights that, customer satisfaction requires experience with services of a company, and is influenced by the perceived service quality. He states that in the service industry, customer satisfaction is a top theme. Customer satisfaction affects a customer's overall feeling and evaluation of the service quality that is provided to them as well as their customer loyalty. Business organizations benefit greatly by reaching and maintaining great levels of customer satisfaction (Chand, 2010). It is a simple concept that a satisfied customer will continue to do business with an organization if they believe that their needs are being met and if they are overall content with the relationship that has been established. Human Resource Management (HRM) practices reinforce both service quality and customer satisfaction (Chand, 2010). This leads to an increase in overall organization performance. Figure 7 displays the framework that Chand (2010) presents in his study.

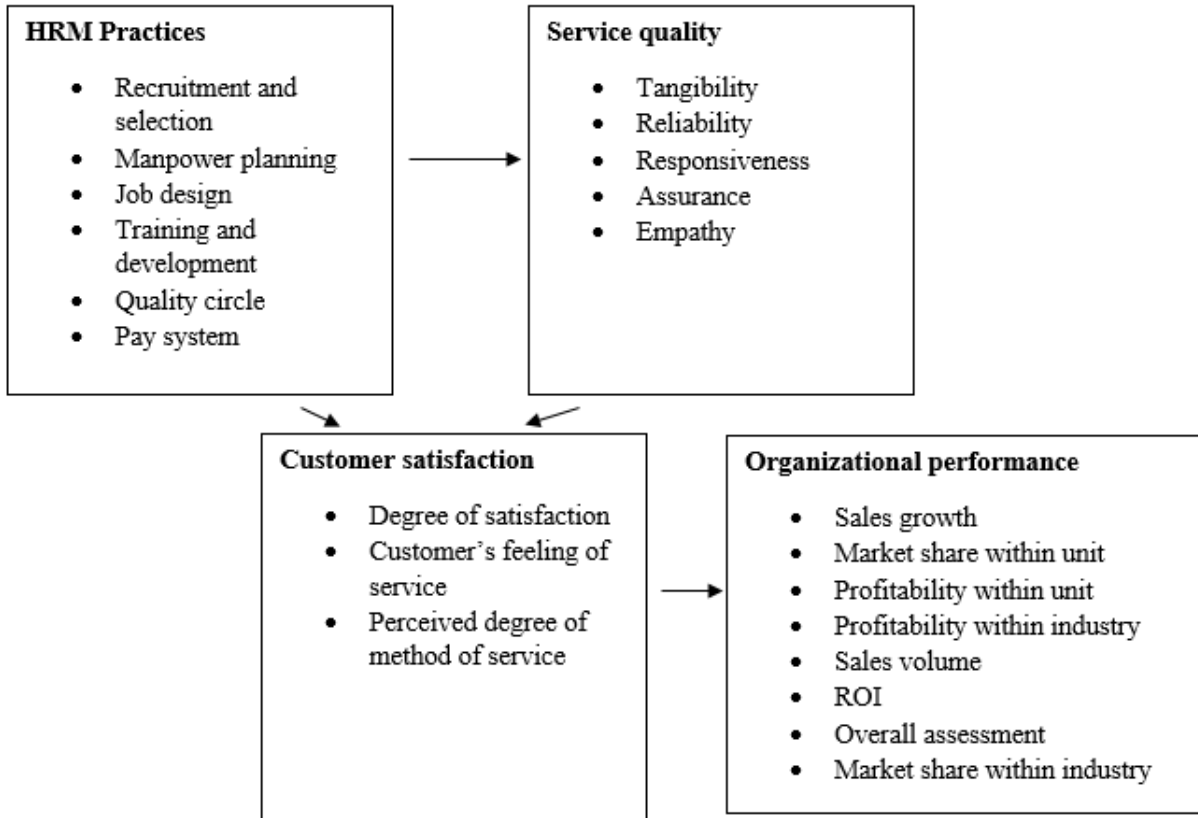


Figure 7. Framework concept of the effect of HRM practices (as presented by Chand, 2010).

Figure 7 shows the relationship between HRM practices and organizational performance. The six central attributes of HRM practices are Recruitment and selection, Manpower planning, Job design, Training and development, Quality circle, and Pay system. Recruitment and selection deals with things such as hiring qualified individuals with the proper background and experience and well as internal promotion norms and single status for all staff. Manpower planning includes such as work culture and career planning. Job design deals with things like teamwork and a flexible job description. Training and development involves having formal training as well as a learning organization. Quality circle is associated with having employee involvement and staff members being responsible for their service. The last practice, pay system, deals with informing

staff about the condition of the market and the company’s performance as well as a merit element included in the pay package.

The Service quality portion of the framework lists the five dimensions defined by SERVQUAL. SERVQUAL is a measure of perception of service quality from the consumer’s point of view. It is made of 22 sets of items that describe expectations for the different service categories. The twenty-two items fall into one of the following dimensions: Tangibility, Reliability, Responsiveness, Assurance, and Empathy. In his research, Chand (2010) only uses fifteen of the twenty-two items of SERVQUAL, which can be seen in Table 2.

Table 2

Service quality dimensions

Tangibles	Reliability	Responsiveness	Assurance	Empathy
1. This hotel has up-to-date equipment	1. When this hotel promises to do something by a certain time, it does so	1. This hotel does tell consumers exactly when services will be performed	1. I can trust employees of this hotel	1. Employees of this hotel know what my needs are
2. This hotel’s physical facilities are visually appealing	2. This hotel keeps its records accurately	2. This hotel’s employees are always willing to help customers	2. This hotel’s employees know well their jobs to help customers	2. This hotel has my best interests at heart
3. This hotel’s employees are well dressed and appear neat	3. This hotel provides its services at the time it promises to do so	3. This hotel’s employees respond to customer requests promptly	3. This hotel’s employees get adequate support from this restaurant to do their jobs well	3. This hotel has operating hours convenient to all their customers

Table 2 as presented by Chand (2010)

Table 2 lists fifteen items in regard to hotel service quality but the same points can be used in any type of industry. These dimensions accompanied with the HRM practices notated feed into the customer satisfaction items presented by Chand (2010). The three customer satisfaction items are: The degree of satisfaction or not for the decision that he/she patronizes the

hotel, the degree of a customer's feeling of service, and the degree of the perceived degree of the method of service (Chand, 2010).

These three elements combined have a positive effect on the overall performance of hotel businesses if performed properly. This is beneficial for the organization, the employees, as well as the customer. If an organization and its employees recognize that these practices help increase profits, they are more inclined to continue implement them. Maddern et al. (2007) describe this as the satisfaction mirror, claiming that the success of a business comes from employee satisfaction, which is then reflected in customer service. Customers will continue to be satisfied by the service that they receive and in turn go from simply satisfied customers to loyal customers. However, the opposite effect is possible if an organization fails to meet the required satisfaction level that customers have as well as employees. Chand (2010) states that, "customers tend to compare their perceptions of actual service performance to expectations prior to purchase or consumption it is opined that when service performance exceeds expectations customer satisfaction increases" (p. 553). He adds that same is true with these expectations are not met. It ends with dissatisfaction. If organizations take a proactive approach to customers and their satisfaction, they are more likely to see a positive reaction in overall performance.

The same proactive approach that organizations take with customers should be the same approach used when discussing employee work satisfaction. HRM is designed to maximize employee performance but organizations would do well to focus more of this energy toward employee satisfaction. The same SERVQUAL tool that companies use to measure the service quality perception of customer should be used when trying to determine if employees are truly satisfied with their jobs. Primary research shows that without proper job satisfaction, there is a dramatic decrease in the efforts that employees are willing to put into helping customers. There

are some cases of employees purposefully making errors in an effort to be terminated from their jobs for the severance package. Employee preferences should also be taken into consideration by companies. Primary research shows that some companies move employees in and out of departments with no collaboration with them. For example, an employee could be moved from the product support department of their company and moved into a phone contact center with no warning or input from the employee. This is something that dramatically decreases employee morale especially when there is no explainable cause for the move. This is another thing that could lead to job turnover.

Employees that deal with customers directly on a day-to-day basis are the face of the company. They are who customers speak with when dealing with orders, resolving problems, or an actual face-to-face encounter. It is critical for frontline employees to be proactive and take initiative for excellent service quality to be provided (Raub and Liao, 2012). This can be related to the HRM practices discussed previously. It is the organization's responsibility to recruit and hire individuals with a proactive mindset and mentality, but it is also the responsibility of the organization to provide a work environment that is satisfactory to the people they have hired. Proactivity is an employees' ability and willingness to take an interest in their work roles and to constantly look for ways to improve, contribute, and to make an impact on the organization as a whole (Raub and Liao, 2012).

An employee that is proactive is a great asset to a company. They do not need to be asked to complete the tasks of their job description and will go above and beyond when they notice something is wrong or needs attention. When customer's encounter employees such as this, they are more likely to forgive mistakes that have been made. It is also possible that due to the proactive nature of the employees that they deal with, a customer may leave more satisfied

because the organization was able to recover gracefully due to the initiative of the employee. These type of actions by this employee can be categorized as Proactive Customer Service Performance (PCSP). Raub and Liao (2012) state that PCSP is, “characterized by a self-starting, long-term-oriented, and forward-thinking approach to service delivery. Proactive customer service employees rely on their own initiative, rather than waiting to be prompted by their supervisors, their coworkers, or their customers. They do the right thing without being told” (p.651). An initiative climate is one that focuses on self-starting, is change-oriented, long-term-oriented, and persistent behavior. An initiative climate is something that provides help to employees so that they are able to set their minds to being proactive and to provide customers with their proactive service quality (Raub and Liao, 2012). This gives employees the opportunity to make their work their own, which fosters an environment for job satisfaction.

An organization can hire someone that has all of the qualities that it is looking for in an employee but if it is not able to retain employees due to a lack of job satisfaction then they are constantly having to replace great employees. This is a waste of time and resources when the same amount of effort and time can be put into how to keep great employees. Satisfied employees are usually great employees that will uphold the customer service views of their organization. This is important because it is usually the experience that a customer has had with a company in the past that determines if they will return or not. If they have positive memories of employees being readily available and willing to help them with whatever they need, the chances that they will return greatly increases. The customer service experience is determined by the repeat encounters that customers have with different employees of a company (Raub and Liao, 2012). Every customer interaction is important because it is something that they could possibly hold in their memory for an extended period of time. If an experience is positive this works in

favor of a company and against them if the experience is negative. This is why it is important to go above and beyond in every aspect of a business especially employee job satisfaction as it is the first domino in the line of customer satisfaction. Employees are the face of the company and will affect how a customer remembers the company.

IV. Recommendations & Conclusion

It is important for employees to be satisfied in their roles or with their jobs in order for them to provide quality service to customers, which has been found to increase customer satisfaction. If satisfied employees provide excellent customer service, which translates to customer satisfaction, then it is suggested that a company that focuses on employee satisfaction is taking the right steps in the direction of success.

Employee satisfaction can be created from many different factors that deal with business. However, without properly measuring the satisfaction that employees have companies will remain in the dark. Satisfaction of employees can be measured by watching turnover trends (indirectly) and by meeting with employees about their level of satisfaction (directly) (Bhasin, 2018). It is not recommended that indirect measurement of employee satisfaction be the only method that companies use. Direct engagement is a proactive step in making sure that employees are satisfied as well as heard when they are not satisfied. The proactive approach gives off the perception that a company is putting forth an effort to understand and take care of its employees. Focus groups, individual meetings, and town halls are great examples of how a company can directly engage with employees about what is going well and what is not. Indirect measurement of employee satisfaction can be passively measured and used to improve on issue they were not able to correct before losing an employee.

The common thread that links the factors of employee satisfaction together is organizational support. In order for employees to have job satisfaction it must be supported by companies. Whether it be through the company climate, emotional support systems, or support through the type of management style a company uses, it is impossible for employees to have job satisfaction without the support of companies. As stated throughout the paper, employees are the face of the company and are the ones responsible for providing services to customers. Customers return to do business with companies that are able to provide them with quality service. A satisfied employee, who has the support of his or her organization, will work harder and more productively than an employee who is dissatisfied. Those who are satisfied are willing to go to the next level to provide quality service for customers due to the satisfaction. Conversely, those who are dissatisfied are more inclined to miss work, be less productive, and cut corners in service quality.

An organization can only be as successful as the quality of service it can provide. In striving to provide the best customer service, companies must adopt the proper practices that prompt great service quality. These are the actions that translate into customer satisfaction and loyalty. Satisfaction of customers is key for overall organization performance to increase, which leads to great overall success for the company. Employees are the main asset in the fight for customer satisfaction and they should be valued equally as much as customers are. The amalgamation of employee job satisfaction and customer satisfaction is a winning combination for companies to increase performance and organizational success.

V. References

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